



Recruiter

The Magazine of the Air Force Recruiting Professional

Behind the Scenes

The 'wiring' inside
recruiting service

February
2004

Chief's Sight Picture

Character: The courage to do the right thing

(Editors note: This article is the Feb. 11 chief of staff of the Air Force Sight Picture and is also available at www.issues.af.mil.)

By Gen. John P. Jumper
Air Force chief of staff

Our Air Force has a proud history of accomplishments that traces directly to the quality of people that make up the total Air Force team. At every base, wing and deployed site our airmen rise to challenges every day demonstrating their loyalty and dedication. I am proud to be part of this prestigious team. But, I am always dismayed when I learn of an airman who, as a result of a bad decision, faces disciplinary action. I wonder if there was a way to help this person, or if someone sitting down with this airman could have prevented this situation. Because of this, I feel it is essential to reinforce the full meaning of our concepts of character and the standards our core values provide us.

Character comprises the emotional, intellectual and moral qualities that distinguish one group from another — and the judgment to discern them. Our core values and the unique demands of military service undergird our Air Force character. These values — integrity first, service before self, and excellence in all we do — endure as the fundamental stan-

dards of behavior of our Air Force team. But, character can be an elusive concept not readily apparent, as it encompasses so many qualities. The true foundation of character is not merely knowing the right thing to do, but also having a firm conviction and the courage to act upon such knowledge. This conviction requires solid moral fiber and ethical strength to do what is right even if no one is there to witness your actions. Our actions over time define our character, just as our character delineates our lasting reputation. When we make the wrong choices, both our character and our reputation are damaged.

Character can rapidly deteriorate when we fail to hold others and ourselves to the high standards our Air Force profession demands. The responsibility of enforcing core values does not fall solely to senior leaders and commanders. Every airman must embrace and reflect these values, both on and off duty. We must reflect these fundamental values in our daily conduct and help develop those attitudes in others. If you see a fellow worker or friend cut corners and don't say anything, you are condoning what they are doing. Failing to correct or report instances where the rules are broken, selectively enforcing rules, or turning a blind-



eye to marginal behavior or performance can perpetuate negative attitudes that can infect organizations.

We are all responsible for each other and it is essential that we all share a collective sense of mission, values and culture. If we don't, we become part of the problem and jeopardize the mission and the lives of our men and women. Every member of the Air Force must embrace our core values as the guiding light that drives what we do. I challenge each of you to apply this philosophy in your service to the Air Force and this great nation.

Building character is a lifelong journey — remember, it is not just knowing the right thing to do; it is having the courage to do it. We have a responsibility to ourselves, the Air Force, and our nation to maintain a team of unquestionable character.



‘My recruiter said ...’

IG office resolves complaints, provides customer support to field

For many of us, being on the receiving end of a complaint typically elicits a defensive response. Who hasn't picked up a phone only to have an irate caller raising their voice and questioning the manner in which he or she was helped? What may begin as a genuine concern over the complainant's dilemma can quickly turn in to a nuisance 10 minutes into the conversation as we begin staring at our watches, rolling our eyes back and eventually making corny gestures to officemates.

**By Tech. Sgt. Daniel Elkins
Air Force Recruiting Service**

Although fielding a complaint proves to be an exercise in patience for some, for the six members of the Air Force Recruiting Service Inspector General Office dealing with complaints is an enduring marathon. By the time complaints reach their office, what may have been amusing to some

quickly turns into a significant matter for the IG staff.

“As one of the commander's leadership tools, the IG office resolves problems and complaints while providing customer service to the field,” said Master Sgt. Darick Carter, NCO in charge of complaints and inquiries.

With almost 15 years in recruiting, his last two assigned to the IG staff, Sergeant Carter has

seen his share of complaints. In fiscal 2003 alone, the IG office handled 2,007 registered complaints — a 10 percent decrease from the previous year.

Sergeant Carter said the office's workload comes from three primary sources: basic military training complaints and inquiries, Congressional inquiries and IG complaints.

More than 1,000 of those complaints came from trainees attending BMT at Lackland Air Force Base, Texas, where two NCOs make up a subcomponent of the AFRS IG. Master Sgt. Michael Pfeifer is the chief BMT IG liaison.

"Throughout basic military training, trainees are interviewed by several different people. During any part of these interviews, they are allowed to mention any problems they may have had with a recruiter or the recruiting process," he said. "If the term 'my recruiter said ...' comes up as part of the problem, trainees are referred to us."

Sergeant Pfeifer said it's "extremely important that we (AFRS) have an office here to get the first opportunity to talk to trainees and explain how the recruiting process works. By further educating them on this process, many of the complaints are resolved. A very small number, usually those involving an omission to records, are recommended for investigation."

A close second to BMT complaints are Congressional

N by the NUMBERS

1,161

Complaints and inquiries received in fiscal 2003 by the Air Force Recruiting Service IG liaison office at basic military training

736

Congressional inquiries received by AFRS/IG in fiscal 2003 requiring a response in 10 days

110

Complaints filed by members throughout AFRS

inquiries. The IG office responded to 736 inquiries in fiscal 2003.

"Most of the Congressional inquiries involved the customer service individuals received from recruiters or addressed some type of disqualification," said Sergeant Carter, adding it is these complaints that recruiters in the field most often hear about from him or another member of the IG.

The NCOIC explained that for reasons of confidentiality, the IG staff often goes directly to the recruiter involved when conducting complaint clarification.

"There's always a sense of anxiety whenever (a recruiter) picks up the phone and we're on the other end. Working directly with recruiters is even more critical depending on the type of inquiry; recruiters are the best

source for filling in the details we need in order to get an answer back to a Congressional office," Sergeant Carter said.

IG complaints are the third type of complaint the office resolves. A little more than 100 were registered last fiscal year.

Once complaints are filed, the IG staff seeks clarification by conducting phone interviews either with recruiters or witnesses, conducts research to gather facts, and may seek the help of a subject-area expert.

"If there's no credible evidence of wrongdoing, we recommend the complaint be dismissed," Sergeant Carter said.

In fact, 59 percent of the more than 2,000 complaints in fiscal 2003 were dismissed for lack of credible evidence. The remaining complainants were referred to the recruiting group or squadron for action, transferred to the proper IG authority, or provided assistance in resolving the issue. Only 2 percent were recommended for investigation.

While the low percentage serves as a testament to the fact-finding capabilities of the IG staff, Sergeant Carter is quick to credit recruiters in the field.

"We're seeing an improvement in the field during the clarification process. New recruiters understand that we're not the adversary, and we rely on them since they are in a critical position for gaining the facts needed to resolve IG issues."

New IG brings experience

Former squadron commander heads up office

By Tech. Sgt. Daniel Elkins
Air Force Recruiting Service

The new Air Force Recruiting Service inspector general brings to the office more than five years of experience in the recruiting field.

Lt. Col. David McCormick took on the role as IG in January, following the recent retirement of Lt. Col. Charles Harper. As the new IG the colonel said he and his staff are responsible for receiving and resolving complaints and inquiries related to the recruiting process or issues affecting personnel assigned to AFRS. He serves as the AFRS commander's single point of contact for all IG complaint and inquiry matters as well as answer Congressional inquiries. Unit compliance inspections continue to be handled by Air Education and Training Command IG.

"The IG is a commander's leadership tool designed to instill confidence in the system by providing responsive complaint and fraud, waste and abuse investigations," said Colonel McCormick. "We exist to resolve specific issues and identify systemic problems when we uncover them. In short, we're the AFRS commander's independent set of eyes and ears."

Colonel McCormick's recruiting experience includes two years



Photo by Tech. Sgt. Daniel Elkins

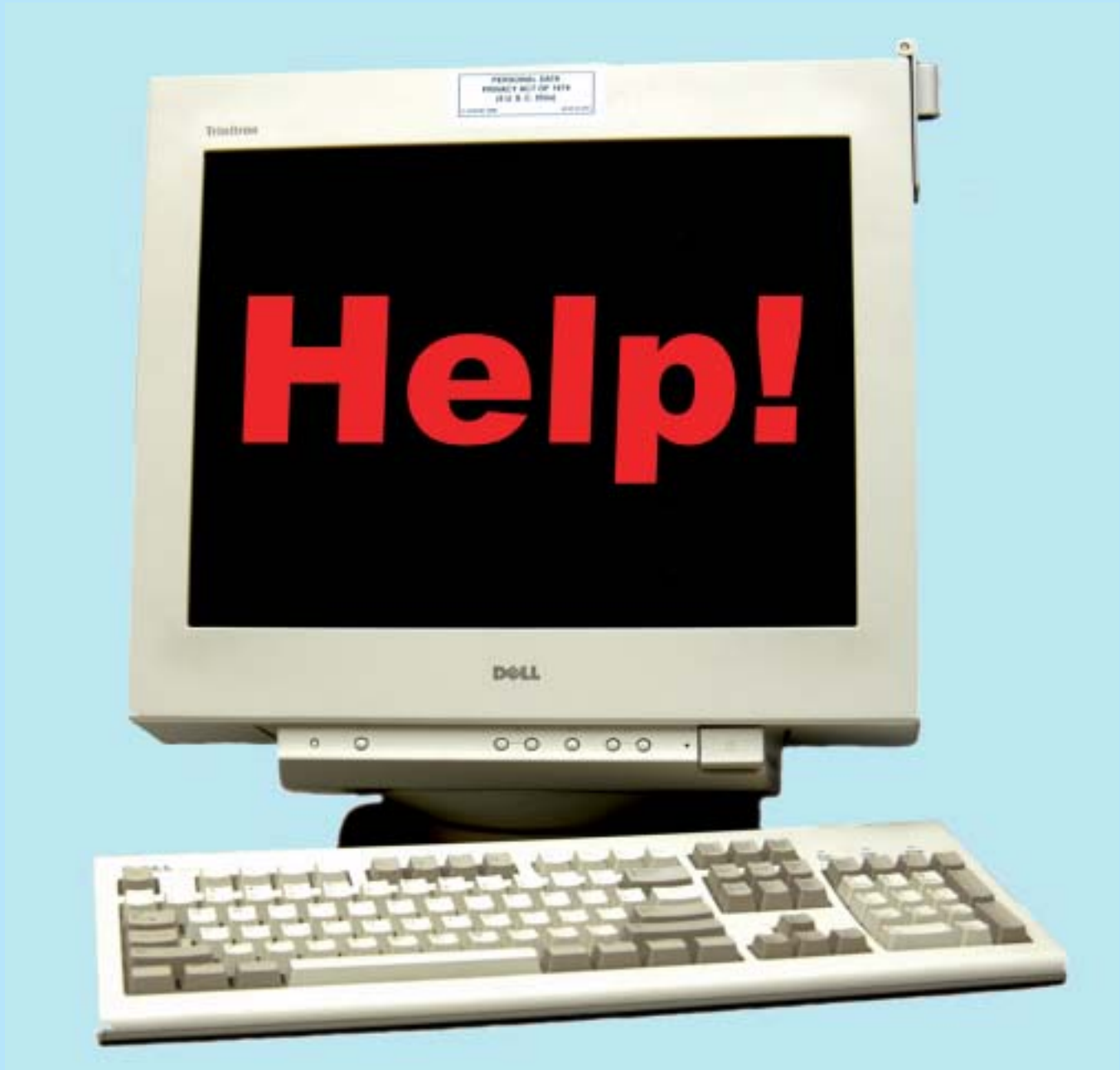
Lt. Col. David McCormick, Air Force Recruiting Service inspector general

as the 313th Recruiting Squadron commander as well as two years at the Office of the Assistant Secretary of Defense, where he served as the assistant director for recruiting research and analysis in the accessions directorate. He has spent the last 18 months at Headquarters AFRS serving one year as the chief of the enlisted programs management branch before moving into the position as chief of the analysis branch.

"The bottom line is the IG and all of its functions exist so commanders can keep their people

focused on mission accomplishment by removing distractions caused by human dimension problems," Colonel McCormick said. "I encourage all to attempt problem resolution within their chain of command first, as most issues can best be handled that way. However, everyone has an absolute right to contact the IG at any time, should they choose to do so."

The AFRS IG can be reached via e-mail at afrshqig@rs.af.mil or by calling (210) 652-5992 or DSN 487-5992.



Customer support center solves e-mail, AFRISS issues in a flash

By Tech. Sgt. John Asselin
Air Force Recruiting Service

Computers were designed to make our lives easier. They make it so we can get more work done in less time with less effort ... if they are working.

The customer support center is charged with resolving problems with Air Force Recruiting

Service computers so work doesn't come to a screeching halt.

"The center is the focal point for all information technology issues in the field," said Master Sgt. Kevin Rohrssen, chief of the customer support center. "This includes e-mail, AFRISS and connectivity problems — basically anything related to a computer."

Although the customer support center is always ready to help solve a problem, the first e-mail or connectivity call should be made to the system administrator, according to Sergeant Rohrssen.

“We try to have the systems administrator at the squadron resolve most of the connectivity and computer issues; however, we don’t want a recruiter to be at a work stoppage because his systems administrator is not around,” he said. “Training-related calls should go to flight chiefs.”

The seven people who work in the customer support center answer an average of 300 calls a day. About half of the people manning the center are computer technicians and half recruiters, with two being Air National Guard assets.

“About 60 percent of the calls we get are password related – people either forgetting their password or locking themselves out,” Sergeant Rohrssen said. “The rest are mostly AFRISS issues.

“E-mail problems are usually very easy to fix,” he added. “AFRISS problems are often related to correcting mistakes in data entry areas. We are able to resolve about 95 percent of the problems while the customer is on the phone.”

Another service the customer support section provides is entry of large lead lists into AFRISS.

“We’ve recently redesigned a system that automates the input of large lead lists,” Sergeant Rohrssen said. “It used to take several months for that process when we had to do it manually, now it can usually be done the same day — we just push a few buttons. The new system has already processed an 85,000-name list in just one day.”

Customer support and keeping computers working so recruiters can recruit is the focus of the center, according to Sergeant Rohrssen.

“Our goal is to give the best service possible and solve problems immediately,” he said. “Recruiters have a critical mission and we don’t want them to have a work stoppage.”

The customer support center is open Monday through Friday from 7 a.m. to 5 p.m. Central time, and during MEPS processing Saturdays from 10 a.m. to 2 p.m.

Self Help

Five tips to avoid computer issues

According to Sergeant Rohrssen, many people can save a call to the customer support center by preventing the computer problem. Here are five tips to keep downtime to a minimum.

1 Follow AFRISS workflows and read instructions. Most of the AFRISS-related problems are due to incorrect data entry.

2 Don’t install any software without approval from your system administrator. For example, some pop-up blockers interfere with AFRISS reports.

3 Don’t make changes to the system settings.

4 Make sure your caps lock is off when typing in your password.

5 If you are not on a high-speed connection, work through your system administrator to get high-speed access, if it is available in your area.

Put 'em in, keep 'em in

Public affairs programs work to educate DEPpers, influencers on AF life

By Tech. Sgt. John Asselin
Air Force Recruiting Service

Public affairs has two “behind-the-scenes” programs that help recruiters get applicants and keep them — Delayed Entry Program outreach and the Distinguished Educator Tour.

The most visible product of the DEP outreach program is DEP News — an eight-page supplement to Airman Magazine.

“DEP News is designed to help reduce the DEP attrition rate,” said Tech. Sgt. Daniel Elkins, the chief of DEP outreach. “As with other DEP management programs, it helps keep DEPpers interested and excited about the Air Force up to their ship date.”

DEP News features articles on interesting Air Force assignments, benefits and tips on preparing for basic training. Each month, the magazine is sent directly to the homes of DEPpers.

“Having the magazine sent directly to DEPpers homes not only keeps the applicants informed, but also their family members and friends,” Sergeant Elkins said.

While DEP News helps get DEPpers to BMT, the Distinguished Educator Tours works to get potential applicants to recruiters.

The yearly program brings high school influencers to San Antonio for a week of basic Air Force exposure.

“The program is built to take the ‘fence-sitters’ — people who know little or nothing about the Air Force — and move them to our side of the ‘fence,’” said Staff Sgt. Marti Ribeiro, NCO in charge of community outreach. “The tours help form a relationship between recruiting and the influencers at America’s high schools.”

While in San Antonio, educators are briefed on

the nuts and bolts of recruiting as well as training and education in the Air Force. They also get an all-day trip to BMT at Lackland where they see young men and women, just like the ones they work with every day, become airmen.

“The trip to BMT is really the hook,” Sergeant Ribeiro said. “They are amazed to see what the Air Force can do to someone in six weeks.” The week concludes with the BMT graduation parade.

Although the tours are held between January and March, it’s a year-round program.

“Recruiters should always be thinking about who they need to send to the tours,” Sergeant Ribeiro said. “The earlier they start talking to educators about the tours, the more likely the educators will attend.”

Educator tours tend to have a large attrition rate — sometimes as high as 60 to 70 percent of the nominated educators will never get on a plane to San Antonio.

“Many need a few months notice for the schools to let them get away for a week,” Sergeant Ribeiro said. “Some just get cold feet. It’s important to keep them excited about the tour -- just like you keep a DEPper excited about shipping to BMT.”

Recruiters should also nominate educators who need basic Air Force knowledge, according to Sergeant Ribeiro.

“This is not a reward program,” she said. “It’s designed to get schools and educators helping recruiters. Sending an educator who already feeds you applicants will not help more, and it takes a spot for someone who could.”

After an educator attends a tour, it’s important to keep in contact and keep them excited about the Air Force.

“We form a relationship with the educators and we don’t want to let that die,” Sergeant Ribeiro said. “Continue that relationship and use it to your advantage. Almost all of the guests of the tour go home a friend of the Air Force — they are just waiting to have some of their students talk to an Air Force recruiter.”

AFRS unveils 'shrink-wrapped' buses

By Master Sgt. Scott Elliott
Air Force Print News

WASHINGTON — Air Force Recruiting Service officials rolled out their latest advertising campaign to senior leaders Feb. 19: two very colorful buses.

The vehicles are standard in every way, except they are covered with a shrink-wrap design rather than a traditional paint scheme. Each vehicle features the F/A-22 Raptor, several airmen and contact information for those interested in joining the Air Force.

Secretary of the Air Force Dr. James G. Roche and Air Force Chief of Staff Gen. John P. Jumper examined two 45-passenger buses belonging to the 11th Logistics Readiness Squadron at Bolling Air Force Base, D.C.

"They're very tastefully done," Secretary Roche said.

The vehicles will be based at four locations around the country for use during high-visibility missions. Four 45-passenger buses will operate out of Bolling AFB, carrying the Air Force Band, Drill Team and distinguished visitors. A surrey van and a shuttle bus will support youth center and team athletic events at Randolph AFB, Texas. Three 45-passenger buses will support team, band and NCAA athletic events at the U.S. Air Force Academy, Colo. One 45-passenger bus will support civic leader tours and other events at Nellis AFB, Nev.

Photo by Master Sgt. Gary R. Coppage



A new bus design scheme was unveiled at the Pentagon on Feb. 19. There are a total of 10 buses in this test program. Four will operate from Bolling Air Force Base, D.C., and the other six will be at Randolph AFB, Texas; the U.S. Air Force Academy, Colo.; and Nellis AFB, Nev.

Senior Airman Daruis Justice, a vehicle operations specialist at Bolling AFB, said the real excitement would come in taking the Air Force message on the road.

"The buses are designed for long distances and will show the American public across the country what we're all about, what we stand for," Airman Justice said. "It's a great opportunity for us and the Air Force."

This fleet of 10 "rolling billboards" will join the recruiting service's fleet of 35 shrink-wrapped sport utility vehicles.

It cost about \$10,000 to cover each bus, said Staff Sgt. Scott Campbell, noncommissioned officer in charge of public affairs for the 317th Recruiting Squadron. The recruiting service normally spends about \$5,000 to rent a single billboard for a few months of advertising.

The life expectancy of the shrink-wrap is about five years, Sergeant Campbell said.

"Once we get them done, it's basically free advertising for five years," said Tech. Sgt. Zenaida Long, a recruiter in Waldorf, Md. "It's all about the numbers and getting people to join the Air Force."

The shrink-wrap material covers all the windows, making the entire vehicle one continuous design. Perforations in the material allow passengers to see out through the design.

"We want the design to increase awareness of the Air Force to enhance recruiting and public support," Sergeant Campbell said. "Because the buses travel widely outside the military community, they expose the Air Force to a wider audience — they're billboards on wheels."



NASCAR makes Tyndall pit stop

**By Tech. Sgt. Renee Kirkland
331st Recruiting Squadron**

The Motorcraft Wood Brothers racing team stopped Jan. 21 at Tyndall Air Force Base, Fla., to give members there a taste of NASCAR. Members of the 325th Fighter Wing and commanders from the Air Education and Training Command faced off to determine who could master the task of completing a NASCAR-style pit stop on the Air Force-sponsored race car.

Prior to the pit stop, Tyndall families viewed a Motorcraft Wood Brothers Racing Ford Taurus show car on display at the base exchange over the weekend. The car also visited two local high schools in an effort to help recruit

applicants who are mechanically inclined.

“The students loved looking at the car and learning facets of motor racing,” said Panama City recruiter Staff Sgt. Kevin Kitchell. “This is definitely a program that should continue. I look forward to having the car come back to Panama City.”

Crowds of airmen came to a site just off the flight line early Monday morning to see the static display of the Air Force race car, two Air Force Recruiting Service Raptor Yukons, an F-15 and an F/A-22. While airmen and their families were impressed with the decked out Yukons and the aircraft, the star of the show was the race car. People lined up for the opportunity to look under the

hood and take a picture with the car.

Finally it was time. Nine teams of six people from base agencies competed against the clock and each other to change two tires and simulate refueling the race car. The winners got the opportunity to face the AETC commanders in the final round of competition. Maintenance squadrons weren’t the only ones who got into the act. Members from the medical and operations sides of the house, both military and civilian, also competed.

After watching the Wood Brothers team take 14 seconds to perform the task, team Tyndall took the stage. With much laughter and cheering, Tyndall brought in several teams under the

30-second mark. Finally, after three rounds the Tyndall team made up of 1st Aircraft Maintenance Unit members was declared the competition's first-half winner.

Then came the commanders. They were in great spirits and determined to show team Tyndall how to do it. Dressed in battle dress uniforms and flight suits, the commanders were out to impress. Col. Bob East, Air Force Recruiting Service vice commander, briefed the commanders on the purpose of the association between the Air Force and NASCAR. The union between NASCAR and the Air Force is not just one to benefit recruiting efforts, he said. "This relationship shows the importance of teamwork and how each member of the team is vital to the mission. This is a retention message that everyone in the Air Force needs to witness."

The commander teams did their best, but failed to register a time under 30 seconds. In head-to-head competition the 1st AMU took the competition with a time of 19.7 seconds. The winning team was given a hood from the Air Force car that competed at Homestead International Speedway in Homestead, Fla.

Maj. Ron McAfee, 325th Maintenance Squadron, served as the Tyndall coordinator for the event. "We had a wonderful time and are ready to do this every year," he said. "Team Tyndall really enjoyed the chance to meet and interact with Ricky Rudd, the Wood Brothers and the Motorcraft Team."

Photos by Larry McTighe



Opposite page: Members of the 325th Medical Group wait for the car to make a pit stop. Top and above: 325th Fighter Wing members get their chance as a pit crew on the Air Force NASCAR race car.

CMSAF addresses quality of life issues

By Staff Sgt.
Melanie Streeter
Air Force Print News

WASHINGTON — The service's ranking enlisted member addressed quality-of-life issues to the House subcommittee on military construction Feb. 25.

Overall, quality of life in the Air Force has greatly improved, contributing to increased morale and retention, said Chief Master Sgt. of the Air Force Gerald R. Murray. However, that quality of life is not the biggest contributing factor.

Full text of Chief Murray's testimony can be found on the Air Force's Internet home page at www.af.mil by clicking on senior leader viewpoints.

"Today (morale) is the best I've ever seen it," Chief Murray said. "It is not (based on) leisure or comfort. It is ... based on commitment and dedication to a cause that is much greater than any individual, and they do believe in what they are doing."

But there are still some

areas of concern. Among them are veteran's education benefits, infrastructure improvements, deployment schedules and the Air Force's need to trim down its end-strength by more than 16,000.

"It's imperative that we address these needs and give our airmen first-class facilities to perform their jobs at peak efficiency," he said.

With the current deployment situation, airmen are tasked to perform those jobs efficiently around the world.

While the majority of airmen are organized into air expeditionary forces, deploying on a 90-day, 15-month cycle, that cycle was suspended to meet the requirements of OIF. Many airmen were deployed for indefinite amounts of time.

"We're now returning the majority of our force back into a standard AEF rotation," Chief Murray said.

The chief also touched on retention and recruiting, housing improvements and policy changes, the renewed emphasis on physical fitness, and the contributions of Guard and Reserve forces.

HQ announces annual awards

Air Force Recruiting Service recently announced the winners of the headquarters AFRS annual awards. They are **Senior Airman Jennifer A. Martinez**, airman of the year; **Tech. Sgt. Kevin Bellamy**, NCO of the year; **Master Sgt. Tony Brown**, senior NCO of the year; **Capt. Jodi Brown**, company grade officer of the year; **Shelley Willoughby**, category I civilian of the year; **Rosita Navarrete-Flores**, category II civilian of the year; and **Dr. Paul DiTullio**, category III civilian of the year. The winners will go on to compete in the AFRS-wide annual awards.

AFRS members named for awards

The following people were named as Air Force Recruiting Service-level winners for the 2003 Air Force Communications and Information Awards: **Senior Airman Sommai Barrones**, 362nd Recruiting Squadron, information management outstanding airman; **Tech. Sgt. Shane M. Ware**, 347th RCS, information management outstanding NCO; **Master Sgt. Mark J. Hall**, 338th RCS, information management outstanding senior NCO; **Tech. Sgt. Donald S. Hill**, 331st RCS, communications-computer systems outstanding NCO; and **Master Sgt. Gary A. Perrine**,

367th Recruiting Group, communications-computer systems outstanding senior NCO. They will continue to compete at the Air Education and Training Command level.

Changes to LES may reduce identity theft

Leave and earning statements for all servicemembers and Defense Department civilians, and paychecks for military retirees will soon have more identity theft protection.

Over the next several weeks,

the Defense Finance and Accounting Service will drop the first five digits of a person's Social Security number from all pay statements and checks to guard against identity theft.

"The changes apply to everyone," said Patrick Shine, acting director of DFAS. The proposal "originated internally and will be phased in over the next couple of pay periods."

This change is to be for all hard copy leave and earning statements. This does not apply to electronic copies of statements found on myPay, the online

system for access and control of personal pay information.

Five years ago, the number of identity theft complaints to the FTC was roughly 23,400. By 2001, the rate had more than tripled to about 86,200.

Based on figures released in January, the number of complaints of identity theft nearly topped 215,000 for 2003. The Social Security Administration also has taken the same step of eliminating the first five digits of the Social Security numbers on the millions of checks it issues.

Officials limit re-enlistment window to three months

By Staff Sgt.
Melanie Streeter
Air Force Print News

WASHINGTON — Air Force personnel officials are changing the re-enlistment eligibility window beginning March 5.

The new policy requires active-duty airmen to re-enlist within three months of their term of service expiring, a change from the 12-month window currently in effect.

"In our effort to shape the force, we continue to seek areas that will give us greater management oversight," said Master Sgt. Maria Cornelia,

the Air Force's chief of retention and bonus programs at the Pentagon.

"We want our airmen to understand that we're not discouraging re-enlistments," Sergeant Cornelia said. "By reducing the eligibility window, Air Force officials will have a better picture of how many re-enlistments we can expect within a given period."

Narrowing the window will also assist officials with forecasting requirements for personnel programs such as selective re-enlistment bonuses, career job reservations and retraining, Sergeant Cornelia said.

This policy shift is not something new, but a return to the

policy in place before 2001. The eligibility window was expanded from three to 12 months during a low-retention period.

"Getting a better picture of retention indicators will greatly enhance our ability to optimize personnel programs," Sergeant Cornelia said.

Airmen will still be authorized to re-enlist earlier than three months from their term of service expiring because of service-related requirements, such as a reassignment and promotion.

Local military personnel flights have more information.

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cover photo



AFRS is more than recruiters — support functions make up the 'wiring' inside recruiting. (Photo illustration by Tech. Sgt. John Asselin)

December Top EA Recruiters

TSgt Darrin Aden	338	400%	TSgt Timothy Capuchino	314	350%
SSgt Jennifer Johnson	317	400%	SSgt Joseph Avanzato	318	350%
SSgt Dewey Perdue	332	350%	TSgt Everette Costa	367	320%
SSgt Mark Miller	338	350%	TSgt Michael Walker	338	300%
SSgt David Molden	367	350%	MSgt Bart Graffin	338	300%

December Top Flight Chiefs

MSgt John Haldie	348C	210%	MSgt Jeffrey Huneycutt	317B	185%
MSgt Carl Thomas	344D	210%	MSgt Kenneth Oliver	343H	180%
MSgt Craig Brown	318C	210%	MSgt Manuel Ceja	319C	180%
MSgt James Pinerio	319A	192%	MSgt Kent McClure	332C	167%
TSgt Cassandra Richards	314D	188%	MSgt Paul Ruper	336H	164%

Operation Code Blue -- Through December

TSgt Scott Powers	333	115 pts	MSgt Jeanmark Couture	341	80 pts
SSgt Joey Debonis	347	115 pts	MSgt Mark Bradford	338	75 pts
TSgt Jack Cauldwell	349	90 pts	TSgt Laura Stickle	369	75 pts
SSgt Jess Fisher	337	80 pts			

Recruiter Spotlight

Photo by Staff Sgt. Joel Langton

Staff Sgt. Harmony Scott

Job title: Enlisted accessions recruiter, 345th Recruiting Squadron
Office location: Fairview Heights, Ill.
Hometown: Eglin AFB, Fla.

Time in Air Force: Seven years

Time in AFRS: Three years, three months

Hobbies: Reading, playing board games and cards with my husband and son, and watching old black and white movies



What inspires you to do what you do? I like to help young people start their life in a great direction and see the results when they come back from basic training and technical school

What is the best advice you have ever received? Treat each applicant as if they were your own child

Personal motto: The good Lord won't give us more than we can handle

January Promotions

Major

Clorinda Trujillo	344 RCS
Wayne R. Brasch	368 RCS

1st Lieutenant

Michael R. Bliss	331 RCS
Gabriel L. Wilcox	343 RCS
Tressa A. Tillman	344 RCS
Bruce T. Guest	369 RCS

Senior Master Sergeant

William Cavanaugh	HQAFRS
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Master Sergeant

Ronald R. Orr Jr.	313 RCS
Kevin J. Bacot	318 RCS
Jimmy Linero	319 RCS
Scott A. Galbreath	330 RCS
Kimberly J. Stewart	337 RCS
Richard G. Williams	362 RCS
Miles C. Harvey	367 RCS

Technical Sergeant

Angela M. Doherty	311 RCS
William N. Malcolm	367 RCS
Arthur L. Collins Jr.	317 RCS
Richard K. Dunaway	333 RCS
James D. Barry	336 RCS
Antonio F. Miller	338 RCS
Paul B. Freese	339 RCS
Dale H. Graham	347 RCS
Barry P. Guillory	348 RCS
Scott L. Kincaid	349 RCS
Gary E. Foote	361 RCS
Timothy J. Johnson	362 RCS
Allen M. Henderson	364 RCS
Maldonado R. Gonzalez	367 RCS
Jeremy M. Sinnemaki	367 RCS
Robert L. Thomasson	367 RCS
Jason L. Pace	368 RCS

Staff Sergeant

Michael J. Goodman	332 RCS
Sachel Salabarria	333 RCS
Donald L. Shumate Jr.	347 RCS

Photo by Staff Tech. John Asselin



Change of command

Gen. Donald G. Cook, Air Education and Training Command commander, passes the Air Force Recruiting Service flag to Brig. Gen. Dutch Remkes, AFRS commander, during the change of command ceremony Feb. 16 at Randolph Air Force Base, Texas. General Remkes comes to recruiting service after serving as the commander of the 3rd Wing, Elmendorf AFB, Alaska.

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Recruiting Flashback

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Benchwarmer? Janet DeRosa, a student at Hofstra University, Hempstead, N.Y., thinks of the approaching winter as she reads the bench sign designed by Detachment 104 personnel to advertise the warmer fringe benefits of an Air Force enlistment.